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19 March 1964

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1. [REDACTED] from the Cable Secretariat called to invite me to a luncheon at Clyde's in Georgetown on 8 April at 12 noon which the first Mid-career Course students are having. I accepted.

2. I attended a meeting along with representatives from the other Deputy Directorates which Mr. Kirkpatrick called to discuss Dick Helms' memorandum requesting that we find some easy way to rid ourselves of marginal personnel and my comments on his memorandum. I believe we were in general agreement that we had two types of people to talk about generally.

a. The first category is that employee who has done a good job for a number of years and who through no fault of his own finds himself in a surplus or marginal category. I think we were agreed that we should wait for our early retirement legislation and hope that it passes Congress, since this is really the only solution on the horizon to this type of problem. If we can provide these people with a decent annuity, then certainly we are justified in retiring them without further delay. However, if they are going to be thrown out without any annuity at all, this becomes a much more difficult problem and seems in many instances unfair.

b. The second category is the employee who has become marginal through his own doing or perhaps has never been more than marginal. I argued strongly that, if supervisors would face up to their responsibility, we could rid ourselves of this type of individual through existing mechanisms and that we should have no hesitancy in doing so. I pointed out that more than 900 such individuals had left the Agency within the past six years because they had been put into this mechanism. For sure, all of them were not terminated under the Director's authority; most chose to resign without going this far. However, the Director and his predecessors have been using their special authorities and will continue to do so when the case is properly documented.

About the only concrete thing to come out of this meeting was a decision to notify those employees who are ranked competitively in the bottom 10 percent. This will, of course, have to be done with good judgment since there are certainly cases in which this is no reflection on the individual. For example, a grade GS-9 might have been promoted to grade GS-10 just last week; and, while he might be the most promising employee around, he still might be ranked low

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in competition with all of the other GS-10's. (Emmett Echols is supposed to draft a paper to implement this decision. It was hoped that we could deal with all of these things in the upcoming Supervisors Course.)

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3. At [REDACTED] request I advised him that the fee for the [REDACTED] Company for the construction job at [REDACTED] was \$375,000. I also assured him that CIA had played no role in the selection of the contractor. I emphasized, however, that I thought the \$375,000, figured on a percentage basis, was much lower than a cost-plus-percentage contract would normally have been. In addition, I said that I thought [REDACTED] had done a very fine job indeed, particularly in getting it finished by December 1962; in fact, the Director wrote him a letter of appreciation for this accomplishment.

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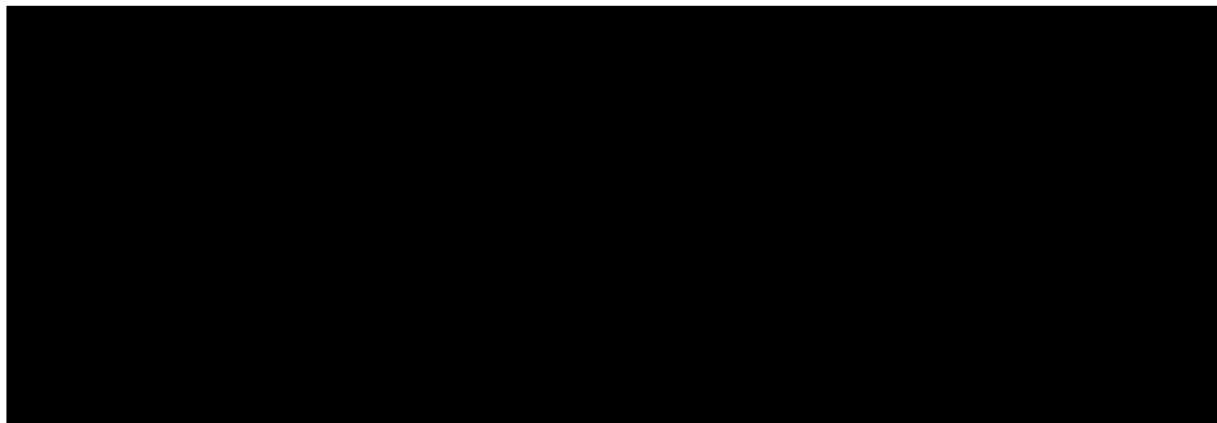
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4. Bob Fuchs telephoned me about space for the Office of Finance in the 2430 E Street area. He had had lunch with Mr. Kirkpatrick who had assured him that the second floor of the East Building would be vacant within a few days. I told Bob that the burden of proof was upon him to justify his requirement for the second floor of the East Building. If he can do so, this would be the logical place for him to spill over and I would approve of its assignment to the Office of Finance.

5. I talked to Emmett Echols about an item I noted in his February Monthly Highlights to the effect that DD/P was about to promulgate orders having to do with travel and leave procedures which might limit the time allowed for travel, limit home leave, etc. I told Emmett that I did not see how we could allow DD/P to do this unilaterally; that any such policies would affect not only Clandestine Services personnel but all others, it seemed to me, and must be coordinated and enunciated as Agency policy.

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